



Anatomy of a Partnership Lessons from the Quality of Place Initiative

ENVIRONMENTAL FUNDERS NETWORK
A PROJECT OF THE MAINE COMMUNITY FOUNDATION AND
MAINE PHILANTHROPY CENTER
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Cover photo and above by Lily Piel, courtesy of Maine Farmland Trust



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"In an era of finite resources, no one has the luxury of going it alone."

A Model for Maine

There are many words we use in philanthropy to describe working together for better results: partnerships, collaboration, collective impact, networks. As we learn more about what works, the names may change and the strategies evolve, but the goal will remain the same: to increase the impact of philanthropy.

Between 2009 and 2011, twenty of Maine's largest foundations awarded a total of \$18.9 million in grants to more than 200 different Maine organizations to address environmental issues. That number included \$4.6 million from the Maine Community Foundation and its donors.

What would it look like if these individual donors and foundations shared resources, knowledge, experience, and vision to make something happen that they couldn't accomplish on their own? That was the question the Maine Philanthropy Center and the Maine Community Foundation asked in 2005. The next year, we launched the Environmental Funders Network.

In an era of finite resources, no one has the luxury of going it alone if we hope to see the changes take place



Above: Janet Henry and Meredith Jones. Photo by Meggie Booth

that are needed to protect Maine's natural resources and strengthen our economy. Even Warren Buffet admitted he needed Bill Gates to make something bigger happen with his philanthropic dollars.

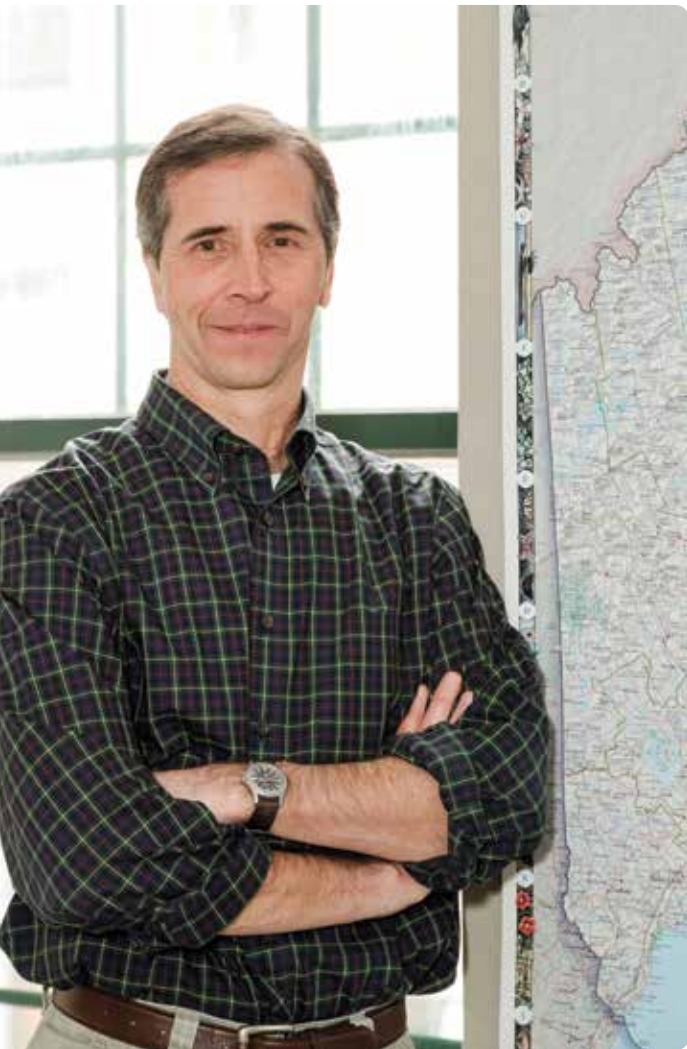
The Maine Philanthropy Center and the Maine Community Foundation see the value of a network that brings foundations, individual donors, nonprofit leaders, government, and business together to promote Maine's unmatched quality of place. What started with environmental funders pooling their resources is now about expanding that network to create broader change. We believe we can increase philanthropy and, ultimately, build a strong economy, if we work together.

Through the partnership of our two organizations and the involvement of a host of committed foundations, donors, and nonprofits, we are pleased to bring you this report. Our great hope is that the Quality of Place Initiative serves as a model for innovative philanthropy in Maine and beyond.

Janet Henry, President
Maine Philanthropy Center

Meredith Jones, President & CEO
Maine Community Foundation

Better Together



The Environmental Funders Network grew out of a desire to carve out time to talk, vent, and learn. Thirty to forty funders attended the first meeting in 2006 where we aired frustrations, shared wish lists, and envisioned how we, as a diverse group, could achieve the greatest impact.

After several rounds of refining, we created a process and a network to answer the question: What can we do together to add value and impact to our grantmaking? The concept of “quality of place” as outlined in GrowSmart Maine’s “Charting Maine’s Future” report became the unifying theme for testing whether collaborative funding could accelerate the pace of progress.

EFN’s Quality of Place Initiative has been a vehicle for acting on our love for Maine. As funders we’ve tried new things and are maybe the smarter for doing so. And while we have played an important role, the program’s successes to date come from the hard work of the nonprofits that share our passion for Maine.

We offer these lessons in the spirit of collaboration and in the belief that we truly are “better together,” as Robert Putnam posited more than a decade ago in his book *Bowling Alone*. We share them with you, believing that an ever-widening circle of engaged and active people will lead to greater change for good.

Bo Norris, EFN Co-founder
Lennox Foundation

Photo by Meggie Booth



Taking the Initiative for Maine

“Don’t underestimate the time it takes to truly build common ground and really understand each other.”

Launching the Quality of Place Initiative

In the late 1990s to mid-2000s, Maine was a hotbed of land conservation. Big conservation deals were coming together and they were coming together fast. Funders put money on the table, and a lot of it.

Motivated by a perceived “abundance of riches,” the foundation world in Maine found itself inundated with environment-related proposals from nonprofits of all stripes. The deluge made it difficult to determine potential impact. As the funding tide receded with the next recession, many foundations found themselves unprepared to meet, or even adequately analyze, more and more grant requests.

Discussions around the idea of taking a collaborative approach to grantmaking began to heat up. Maybe funders could increase impact while being more thoughtful in addressing their goals of improving Maine’s quality of life.

Formally organized in 2006, the Environmental Funders Network launched the Quality of Place grant program in

2009. In the three-year run-up period, members designed the process for collaborative grantmaking and the means for oversight, involvement, and evaluation.

One major goal that emerged early on was re-examining the arm’s-length relationship that often exists between funders and those receiving grants. In traditional philanthropy, foundations decide on objectives they want to promote and then fund organizations they think may be capable of achieving them. The process of seeking and administering grants, however, may take the receiving nonprofit in directions that differ from its own plans. Indeed, in satisfying a grantmaker, an organization may lose important parts of its vision.

The Environmental Funders Network decided instead to work closely with the organizations it selected and follow their lead. The resulting collaboration has been challenging, but the results have surpassed the scope of the original vision.



Guest speakers at the November 2007 EFN funders forum: (left to right) Cameron Wake, University of New Hampshire; Leslie Harroun, Oak Foundation; William Hopwood, J.M. Hopwood Trust and the Environmental Trust. Photos by David A. Rodgers

Shaping the Initiative

Land conservation was an attractive focus for the initiative but, ultimately, too limited; “We needed to consider larger issues,” said one participating funder. A theme of the GrowSmart Maine report “Charting Maine’s Future” became the nexus for EFN’s initiative: quality of place.

The concept encompassed not only Maine’s remarkable landscapes and recreational assets, but also its working forests, farms, and waterfronts, and the built environment, including often neglected historic downtowns. Uniting these elements within a single grantmaking program would encourage alliances to emerge among complementary but previously unconnected organizations. Quality of place also embraced a larger vision of sustainable prosperity than could be realized by any specific venture or single purpose.

The response to the initial invitation to participate in the Quality of Place Initiative was overwhelming. Nearly 100 organizations or collaboratives requested funding.

Initiative funders contributed more than \$1.5 million, which was awarded to 16 organizations over three years. Eight grantees came on board as the Class of 2009; another eight joined the Initiative the following year.

Grants went to established environmental organizations such as The Trust for Public Land, the Maine Conservation Alliance, and Maine Coast Heritage Trust. The initiative also supported fledgling, experimental efforts, including the Presumpscot River Watershed Coalition, the Bethel Area Nonprofit Collaborative, and the 12 Rivers Collaborative, a project of the Sheepscot Valley Conservation Association.



Carole Martin facilitates an EFN meeting at the Sportsmen’s Alliance of Maine office in Augusta, February 2011. Photo by Carl Little

Thinking outside the traditional environmental box, the funders included such organizations as Maine Farmland Trust, which aims to strengthen farming in Maine; Keeping Maine’s Forests, a coalition devoted to all forms of forest conservation and management; and the Small Woodland Owners Association of Maine, a membership organization that had never before taken on an issue like preserving public access to private land. The Maine Downtown Center would focus on greening downtowns; GrowSmart Maine, which helped launch the movement, would expand its staff, membership, and outreach; and the Healthy Community Coalition would link youth and families with outdoor recreation.

Although some of these groups had been in existence for decades, with staffing, planning, and fundraising operations in place, others were closer to being start-ups. In several cases EFN funders chose to support nonprofits that showed promise but had not yet demonstrated success. At the same time, EFN decided to finance not only programs, but also personnel, technical support, and staff development.

How would this inventive approach to grantmaking play out? The stories that follow highlight the challenges—and rewards—of a new kind of collaboration.



Grantees In Action

The experiences of the 16 grantee organizations in the Quality of Place Initiative are diverse. The profiles and snapshots that follow offer insights into how the collaborations unfolded across Maine.



Top: Members of the Tree Street Youth Community Center explore old foundations along the Homestead Trail in the Androscoggin Riverlands State Park in Turner. Photo courtesy of Androscoggin Land Trust

Bottom: Paddlers race to the finish in the 2012 Chief Worumbo Androscoggin River Race held annually from Durham to Lisbon by the Androscoggin Land Trust. Photo by Dan Marquis

Flowing with the Changes

By taking a holistic approach modeled by EFN, the Androscoggin Greenway project incorporated communities' needs and input to create a successful plan.

At first glance, Lewiston-Auburn and the smaller towns along the Androscoggin River do not seem to have a great deal in common—but they do, and the common thread is the river itself. Since 1989, the Androscoggin Land Trust has worked to protect undeveloped land in the river valley. Now it has turned its attention to greening Maine's second largest urban area as well.

Jonathan LaBonte has served on the land trust board, and as its executive director since 2008. One of his earliest projects was a successful effort to create the first new state park in Maine in more than 20 years. Protected as Public Reserved Land starting in 1989, Riverlands State Park in the towns of Turner and Leeds became a state park in 2009. The 2,600-acre park features 12 miles of river frontage and 23 miles of multi-use trails.

Now, the land trust is attempting to link Lewiston-Auburn and its rural neighbors through the Androscoggin Greenway. EFN Quality of Place funding has supported staff, consultants, and technical support in planning signage, community organizing, and coordination with volunteers and administrative staff.

Both Auburn and Lewiston have public access to the Androscoggin River at some points, but making a continuous corridor—the ultimate goal—will require real estate negotiations and fundraising. “The good thing is that we have a lot of cooperative landowners who support the goal,” LaBonte said.

Of the Quality of Place Initiative, LaBonte said, “It has helped me view problem-solving and issue-based work in a different and, I believe, more holistic light.”

Greening Maine's Downtowns

A collaborative approach helped the Maine Downtown Center create inviting public spaces.

The Maine Downtown Center has been helping revive the state's historic downtowns for more than two decades, but until it began working on plans for a three-year EFN Quality of Place grant, it had never incorporated a comprehensive "green" initiative into its planning.

A project of the Maine Development Foundation, the Downtown Center had worked to enact historic preservation tax credits and encourage comprehensive planning to improve downtowns. "We had never seen the full potential of connecting those efforts to the natural environment," said Roxanne Eflin, the Center's director.

EFN funding made possible the Center's My Green Downtowns website, which provides a distinctive new look at the potential of landscaping and plantings to enhance architecture. The website also highlights the benefits of building energy-efficient structures and pedestrian-friendly downtowns.

The new focus had tangible results almost immediately. The town of Biddeford transformed an unsightly vacant lot on Main Street into a public gathering space now known as Shevenell Park. The park features movable furniture that can be reconfigured by whoever is using it.

Some of the successes in "greening" downtowns involve seemingly minor changes. Skowhegan improved access to a pedestrian bridge that provides spectacular views of the Kennebec River gorge, the downtown's most distinctive feature.

The EFN process has reoriented the Downtown Center's work, which now involves nearly two dozen cities and towns. "The concepts were familiar," Eflin noted, "but working collaboratively helped us develop them."



Volunteers help to plant a community garden as part of the Bath Green Downtown Project. Photo courtesy of Maine Downtown Center



Building Visibility and Setting Priorities

The Maine Conservation Alliance has brought new focus and new partners to its collaborative environmental work.

The Maine Conservation Alliance was born out of the realization that, despite Maine's reputation as a "green" state, "we were losing the fight on some pretty big issues," says Executive Director Maureen Drouin. In response, the Alliance committed to taking on two major projects with three years of support from the EFN's Quality of Place Initiative.

The first was creating a "trail map" that would orient website visitors to top public policy priorities through the use of icons like those found on maps highlighting outdoor opportunities. Drouin described creating the map as "exhausting," but said it accomplished the purpose of significantly expanding the Alliance's public profile.

The second project entailed expanding the capacity of the Environmental Priorities Coalition, a coalition of 26 environmental, conservation, and public health organizations. For each legislative session, the Coalition chooses four or five key issues on which to focus its advocacy efforts. The 2013 priorities include banning toxic chemicals, restoring sea-run fish to the St. Croix River basin, and regulating open-pit mining. The Maine Conservation Alliance is the coordinating entity for the Coalition's agenda.

Since the Maine Conservation Alliance is closely involved in the political process, a change of administrations, such as occurred midway through the Quality of Place grant, created unexpected challenges, but did not alter its collaborative approach. Instead of playing offense on all fronts, Environmental Priorities Coalition members voted on defensive priorities, a strategy that has been largely successful.



Heather Spalding, associate director of the Maine Organic Farmers and Gardeners Association, speaks at the unveiling of the Portland Trail Map on July 1, 2010. Photo courtesy of Maine Conservation Alliance

While the Alliance uses an inherently collaborative process, EFN funding helped it reach out to potential new partners. For example, last winter the Alliance co-hosted a Conservation and Recreation Forum with the Maine Forest Products Council. With EFN support, Drouin said, the Maine Conservation Alliance "is more sophisticated and effective than it was three years ago."



Custom House Wharf, Portland.
Photo courtesy of GrowSmart Maine

“Beautiful and Productive” Downtowns

GrowSmart Maine has expanded its outreach.

GrowSmart Maine director Nancy Smith describes EFN’s financial support as crucial to her organization’s survival during a leadership transition. Funding also provided the means to expand collaboration and outreach to new members and other organizations pursuing similar objectives.

Maine’s challenge is keeping its traditional land uses “beautiful and productive,” Smith says. Without eco-

nomic returns, “traditional uses are bound to change in often unwelcome ways.” She quotes a collaborator regarding the fishing village of Port Clyde, a hub of both bountiful catches and tourism: “This is where they make their living, but the rest of us get to enjoy it as well.”

Staffing and technical support from EFN also helped prepare GrowSmart Maine for a major legislative push. A tax credit for restoring Historic

Register buildings in Maine, mostly in downtowns, was up for renewal in 2011, at a time when state spending at all levels was under tough scrutiny. Thanks to GrowSmart’s outstanding presentation to the legislative committee, the tax credit was reauthorized for ten years, despite its significant cost.



Thinking Bigger

The Downeast Salmon Federation's expanded outreach has attracted broader attention to a critical economic and environmental issue.

The Downeast Salmon Federation has been quietly going about its work of recreating a sustainable environment for sea-run fish in Washington County since 1982, but Executive Director Dwayne Shaw, who has been aboard since 1987, knew it was time to take the effort to a new level. "In terms of the work that had to be done, we had to think bigger," Shaw said. "The fish are disappearing, and time is not on our side."

The Federation has been operating a hatchery on the Pleasant River in Columbia Falls since 1990, but recently it opened an ambitious new research center on the East Machias River. The East Machias Aquatic Research Center doubled the organization's staff and created what Shaw calls "the finest community-based fisheries science center in northern New England and the Maritimes."

For all its growth, the Federation was still a well-kept secret. EFN's Quality of Place Initiative provided funding to hire an outreach and partnership director, who worked on everything from producing newsletters to facilitating discussions with the area's blueberry producers about employing organic techniques to help protect fish.



Washington Academy students prepare for yard work at the Eastern Maine Aquatic Research Center. Photo courtesy of Downeast Salmon Federation



Volunteers restock a river with fish. Photo by Tom Walsh, courtesy of Bangor Daily News

EFN was even willing to make an exception to its "no bricks and mortar" rule and pay for a smokehouse, which will become the centerpiece for the Downeast Salmon Federation's annual Smolt Bolt and Bloater Bash fundraiser, a major public event to be held at the East Machias Aquatic Research Center each spring.

These outreach efforts created tremendous interest in the Federation's work and led to important financial and political support. The Federation has played a key role in creating a coalition to open Downeast rivers, including the St. Croix, to the full range of sea-run species.

Shaw knows there is still a lot of work to do when it comes to habitat restoration. "We've reached rock bottom in terms of fish populations," he said, but with EFN's support, "we finally brought some broader attention to the issue."



Local Food, Local Dollars

Following the change in administrations in Augusta in 2011, the Maine Farmland Trust found its plan to create an agricultural center in three rural towns—Unity, Albion and Freedom—caught in shifting State budget decisions. Even so, a community cider mill, a center for the Federation of Farmers' Markets, and a food and processing hub remain on track.

A companion effort, the Farm Viability Program, has allowed the Trust to expand its outreach well beyond its beginnings in central Maine. The Trust is now participating in new community food programs as far afield as York County, Dover-Foxcroft, and Waldoboro.

“As a result of this program, hundreds of lower-income community members are accessing food from local farms,” says Maine Farmland Trust Executive Director John Piotti. In turn, the project has provided more customers for farmers and is helping to circulate more dollars in the local economy.

Above, left and right by Lily Piel, courtesy of Maine Farmland Trust



Landowners and Lawmakers

The Small Woodland Owners Association of Maine took on an entirely new challenge in leading the way toward reviving the custom of providing public access to private forest land. A huge turnover in land ownership had eroded this long-standing tradition, and the number of “no trespassing” postings in all parts of the state was increasing.

SWOAM’s initial efforts seemed to hit a wall when a legislative committee voted 12-1 against establishing a permanent landowner relations coordinator within state government. Yet by remaining flexible and adapting its plan to current circumstances, SWOAM eventually convinced lawmakers to make the position permanent.

With an additional nudge from SWOAM, the State took the lead in an annual landowner appreciation day cleanup, which removes tons of debris illegally dumped on private land. Lawmakers also increased penalties for illegal trash disposal. “The biggest organizational change,” says SWOAM Executive Director Tom Doak, “has been that we no longer need to be leading the overall effort, but can continue to play a supporting role.”



Members of the Angevine family gather at the 2012 SWOAM/Tree Farm Field Day on the property of Ernest and Alberta Angevine in Bethel. Ernest and Alberta Angevine were the 2012 Outstanding Tree Farmers of the Year for the State of Maine. Photo by Tom Doak



Maine Coast Heritage Trust's Teen Agriculture Program participants harvesting carrots at Wolfe's Neck Farm in Freeport. Photos by Devin Altobello

Farms, Fields, and Fresh Food

Healthy food was a major focus for Maine Coast Heritage Trust's Quality of Place project. Best known for its land acquisition and preservation work, the Trust has broadened its interests to encompass diverse uses of protected lands.

The EFN grant enabled MCHT to expand from its existing bases at Aldermere Farm and Erickson Fields in Rockport to Wolfe's Neck Farm in Freeport. In this case, progress was readily measurable: the amount of fresh food distributed to schools and food pantries increased from 6,000 pounds in 2010 to 8,000 pounds in 2011, and leapt to 17,000 pounds in 2012.

New efforts also energized a Teen Social Entrepreneurship Program at MCHT's education centers and the Kids Can Grow program, where 3-by-5-foot gardens are used to encourage youth to become life-long tillers of the soil.

What We Learned

Partnerships need time to develop.

As with any experiment, the Quality of Place Initiative offers varied lessons. Those lessons would be described differently by participants based on their own perspective.

Most of the participants agree that the three-year grant scope was not long enough to bring some projects to a conclusion, even though in most cases the work continues. It often took longer than expected to carry out specific projects; and time was essential to building relationships. One participant put it this way: “Don’t underestimate the time it takes to truly build common ground and really understand each other.”

The need for strong leadership is a given. Its essential role in the success of a project was underlined again for several organizations that underwent staffing changes, sometimes unexpected ones, over the course of the Initiative.

By convening funders and grantees regularly, EFN was better able to build partnerships, many of which expanded beyond the scope of the grant projects. These partnerships continue to yield benefits as people make connections well beyond their established mission—ties that can provide both room and inspiration for growth.

All 16 organizations in the Initiative, large and small, created plans that included goals for one, three, and five years. Developing a logic model was new for many of the grantees, but is widely credited with focusing both the design of particular projects and the changes needed as implementation got underway.

The evaluations were rigorous, entailing twice-yearly reports responding to a series of questions that charted progress,

challenges, and changes in direction. The grantees also met with a professional evaluator and, in some cases, with EFN steering committee members, in a continuous process of discussion and feedback.

Investing in evaluation yielded dividends, especially because the process began early in the grant periods rather than happening only at the end. Course corrections and, occasionally, fundamental rethinking were possible because of careful monitoring and reporting.

Another novel aspect of the Quality of Place Initiative was that, by its midpoint in 2011, with all 16 grantees on board, EFN assembled twice-yearly conferences of funders and grantees for learning, networking, and open-ended discussion. Some attendees found this process exhausting, others, exhilarating—and some registered both reactions.

Many themes emerged from these meetings, some of them repeated in discussions later on. Flexible funding was the one heard most often, referring to EFN’s willingness to shift the purpose of grant funds when obstacles were encountered, staff members left, or initial plans proved unworkable. Funders seemed to gain as much from the meetings as did the grantees.

Collaboration became one of the most valued aspects, not only of the conferences but also of the relationships developed over the three years. Partnerships are not easy to achieve or manage, however; they, too, need time to develop. As one observer wryly remarked, “It took well over a year to design the program. The good and the bad news is that everyone was involved.”



Downtown Rockland, courtesy of GrowSmart Maine



Lessons in Collaboration

The Quality of Place Initiative offers some key takeaways:

- A longer time horizon than funders normally commit is often needed to bring about lasting change.
- Investing in strong leaders is a highly effective strategy for achieving results.
- Collaborative work is time consuming, but a collective vision is ultimately more powerful than that of any one organization—or funder—on its own.
- Flexible capital, or providing grantees with the freedom to experiment, to let go of what isn't working and redirect grant funds to what is, contributes to success.
- Collaborative work requires funding to cover ongoing and essential coordination.
- Investing in an interactive evaluation process that adjusts to changing conditions has a positive impact on project outcomes.
- Shared insights and joint funding improve the quality of grantmaking.
- A close partnership between funders and grantees enables each to understand the other's perspective; the value of this deeper relationship is evident in program results.

Expanding the Vision: Funders Reflect

"It's not really the norm to get this involved."

At the Columbus, Ohio-based Leonard C. and Mildred F. Ferguson Foundation, Lynne Seeley is the only member of her family to live in Maine and finds herself the chief advocate for funding here. "I think I know environmental issues well, but in terms of which organizations are the most effective, I found I had a lot to learn," she said, adding, "Having a network of other funders has made a real difference."

Seeley attended the Quality of Place briefings and found that "the opportunity to stay engaged" was particularly valuable. Staying with grantees from beginning to end of the three-year cycle changed her views on grantmaking. "It's not really the norm to get this involved," she said.

Created by Sandy Buck's family, the Horizon Foundation in Portland, Maine, focuses on helping to create and maintain sustainable communities, with an emphasis on land and water conservation, historic preservation, and the arts and education. EFN's focus on quality of place seemed a natural extension of its work.

Buck appreciates the fact that EFN was willing to fund increased staffing for organizations, a grantmaking strategy that foundations rarely adopt. He was also on board with the idea that collaborating with other like-minded foundations substantially increased their overall leverage.

Having done fundraising for Maine Audubon and The Nature Conservancy, Buck came to see the benefits of cross-sector discussions that became a prominent feature of EFN. "We had a better chance for impact by creating a bigger tent, and that aspect was a great success," he said.

This shared approach didn't mean the early meetings were easy. Funders had to practice "ego suppression," Buck recalled, and it was sometimes difficult to convince others to support projects that were outside their comfort zone.

Not all the funding participants in EFN came to the collaborative process with the same expectations. Bill Clough, a trustee of the Betterment Fund, believes that impact can be achieved by concentrating on a specific geographical area and structuring grants for the long haul.

Initial discussions were fruitful in expanding the vision of the funders, Clough said. "We were pretty well siloed in our outlook," he noted, "and at first it was hard to see the connections between health and the environment, for instance." He liked the idea of personal contacts and involvement with grantees.

Clough believes that three years may not be enough time to produce the kind of effectiveness and impact EFN is looking for. "I would have preferred five years, or even longer," he said; "This kind of work takes a long time."



Photo by Lily Piel, courtesy of Maine Farmland Trust

EFN: Forward Energy

Today, the EFN funders are considering ways to continue their mission. “[EFN and the Quality of Place Initiative] created forward energy in several spheres, each of which can provide new opportunities,” Sandy Buck of the Horizon Foundation said. He likes the idea of more “on the ground” projects and the idea of a tighter regional focus for at least some of the grants.

EFN is primed to explore at least two concepts that emerged from its organizational and funding initiative phases.

Place-based funding could serve as an alternative to the statewide scope of the Quality of Place Initiative. A regional focus may allow for more effective organizing of collaborative groups of funders and grantees, and may enable more easily measured outcomes to be developed.

The creation of periodic forums for matching quality of place-based initiatives and their associated funding needs with interested funders is another opportunity worthy of exploration. This concept builds on the founding principles of EFN: to provide opportunities to exchange information, explore new ideas, and fund projects and organizations.

Already the Environmental Funders Network has shown that the collective impact of its initial inspiration is capable of producing tangible results from what might have seemed like an abstract idea. Lynne Seeley at the Ferguson Foundation is not quite sure what is coming next. “Whatever it is,” she said, “some of the benefits of what we’ve done will stay with us for a long time.”



EFN Quality of Place Initiative Grant Awards

2009 Class	2009 Award	2010 Award	2011 Award	Year 3 Project summary
GrowSmart Maine.....	\$50,000	\$35,000	\$46,000	for general operating support and Summit sponsorship
Healthy Community Coalition	\$75,000	\$60,000	\$46,000	to engage youth and families in educational and outdoor opportunities
Maine Development Foundation.....	\$100,000	\$75,000	\$51,000	for a Project Canopy partnership as well as historic preservation work, education of downtown leaders, and public awareness
Maine Farmland Trust	\$73,000	\$49,400	\$50,000	to expand project work linking the built landscape with working farms and wild land within Albion, Freedom, and Unity, and to other regions of the State
Maine Conservation Alliance.....	\$30,000	\$30,000	\$31,000	to advance the Environmental Priorities Coalition's shared goals
Presumpscot River Watershed Coalition.....	\$35,000	\$20,000	\$24,000	for the "Presumpscot Land Conservation: Vision, Values and Priorities" project
Small Woodland Owners Association of Maine.....	\$60,000	\$50,000	\$40,000	for "Exploring Meaningful Incentives to Encourage Greater Public Access to Private Lands"
Trust for Public Land.....	\$100,000	\$15,000	\$30,000	to use the Greenprint process to create a landscape conservation plan across the Mahoosucs and High Peaks region
2010 Class	2009 Award	2010 Award	2011 Award	Year 3 Project summary
Androscoggin Land Trust	N/A	\$30,000	\$35,000	to formalize a committee structure for the Androscoggin Greenway partners to plan riverfront recreation and cultural development in Lewiston-Auburn
Friends of Midcoast Maine.....	N/A	\$25,000	\$32,500	for a series of six midcoast community planning workshops
Bethel Area Nonprofit Collaborative ..	N/A	\$24,000	\$20,000*	for coordinator's time to facilitate collaboration and create a detailed work plan to guide the Collaborative's activities
Maine Coast Heritage Trust.....	N/A	\$15,000	\$21,000	for youth farm and agriculture programs in partnership with Wolfe's Neck Farm and other sites
Sheepscot Valley Conservation Association-12 Rivers Conservation Collaborative	N/A	\$30,000	\$30,000	to support the goal of doubling the amount of protected lands from the Kennebec River to the Penobscot River by 2030
Keeping Maine's Forests	N/A	\$50,000	\$11,000	for a consultant to communicate with the press, public, legislators, administration officials, and interest groups about this forestland initiative
The Nature Conservancy	N/A	\$18,000	N/A	to help the Land Use Planning Commission establish diverse working groups to help guide the location of development in Maine's unorganized territories
Downeast Salmon Federation.....	N/A	\$17,000	\$17,000	for diadromous fisheries restoration efforts in the Downeast region
Total	\$523,000	\$543,400	\$484,500	

Total Grants Awarded, 2009 – 2011: \$1,550,900

* Plus technical help

Quality of Place Funders 2009-2012



Staff from the first class of Quality of Place Initiative grantees gather at Gilsland Farm in Falmouth in 2009. Photo by Samantha DePoy-Warren

The Environmental Funders Network represents a remarkable collaboration of Maine foundations and individual donors. We thank these funders for their commitment to the Quality of Place Initiative.

Anonymous (2)
Forrest Berkley
The Betterment Fund
Coastal Heritage Fund
H. King & Jean Cummings Charitable Fund
Davis Conservation Foundation
Leonard C. & Mildred F. Ferguson Foundation
Fidelity Charitable Gift Fund
Gerrish Island Fund
Harbor Foundation
Hart Fund
Harvard Pilgrim Health Care Foundation
Janet Henry & Vernon Moore
Daniel & Denise Hildreth
Horace & Alison Hildreth

Horizon Foundation
Frank & Alice Hoyt Charitable Foundation
Jane's Trust
Lennox Foundation
Maine Community Foundation
Ed Meadows Conservation Fund
John W. Norris, III
Oak Foundation USA
Ocean Ledges Fund
Orchard Foundation
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Left: The Quality of Place Initiative steering committee and administrators met at Maine Audubon's Gilsland Farm in 2009 for the first funder-grantee forum. From left to right: Lynne Seeley, Andrea Perry, Hoddy Hildreth, Eleanor Kinney, Sandy Buck, Brigitte Kingsbury, Bo Norris, Ellen Pope, Janet Henry, and Gioia Perugini. Photo by Samantha DePoy-Warren

Back cover: Norway Maine Opera House. Photo Brenda Melhus, courtesy of GrowSmart Maine

